

Montgomery County Maryland Family Justice Center

September 21 – 23, 2008

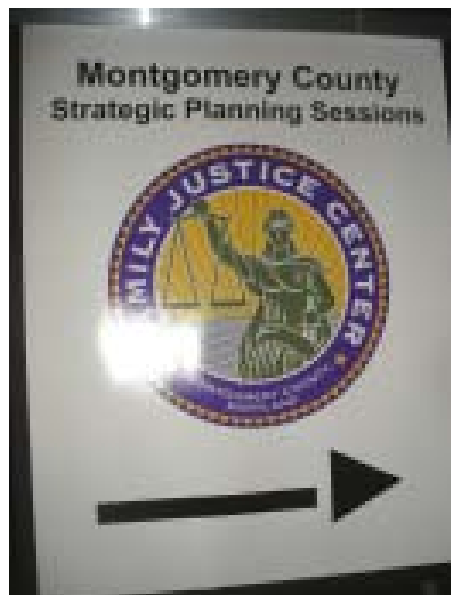
Strategic Planning Summary



Planning sessions were led by Casey Gwinn, JD, former San Diego City Attorney and current President of the Family Justice Center Alliance; and facilitated by Judi Adams, strategic planner for the Family Justice Center Alliance.

TABLE OF CONTENTS

Overview of Planning Process	3
Pre Meeting Event	4
Creating a Shared Vision - Imagine 2013	5
Our Values	6
Blocks and Barriers	7
Commitments and Planned Accomplishments	7
Action Planning to get the Work Done & Next Steps	Attachments
How We Will Manage This Plan	7
Reflection on the Day	7
Next Steps	8
Agenda	9
Attendees List	Attachment



Overview of the Strategic Planning Process...

On September 21, 22, & 23, elected officials, community leaders, and key stakeholders participated in a strategic planning session to create a Family Justice Center for Montgomery County, Maryland. The planning process was lead by San Diego Family Justice Center Founder, Casey Gwinn, JD, the former San Diego City Attorney, current President of the Family Justice Center Alliance, and CEO of the YWCA of San Diego County. He was assisted by Judi Adams, MSEd, LMFT, the strategic planner for the San Diego Family Justice Center, the President's Family Justice Center Initiative, and the Family Justice Center Alliance.

Meet and Greet - On September 21, community leaders, elected officials and key stakeholders were invited to a "Meet and Greet" hosted by Duchy Trachtenberg with Casey Gwinn and Judi Adams at the Glenview Mansion to kick off the strategic planning process to establish a Family Justice Center to serve victims of domestic violence and their children in Montgomery County.

Step One – Setting The Stage: The formal planning process took place on September 22 & 23 and was attended by more than 90 participants. Casey presented an overview of the Family Justice Center model – how it started, what it is, how it works, and the impact it is having across the country and around the globe. Using a Power Point presentation, Casey provided a virtual tour of the San Diego Family Justice Center – the model used for more than 40 centers operating across the United States and around the world. The power point is available at www.familyjusticecenter.org.

Step Two – Readiness Assessment: Next, Judi facilitated a discussion and review about the community's readiness for a Family Justice Center. They come to the table well prepared; they have a building - their new center will be located at 600 E. Jefferson Street - and a target date to open, March 2009. They have strong unified support from the county officials, law enforcement agencies, and a number of their major service providing agencies. They have engaged their judges in the planning discussion. They have mapped their current service delivery system, conducted extensive interviews with survivors about the kinds of services they would want to see at a Family Justice Center and obtained their 501 (c) 3 status for a fundraising foundation. This community is clearly ready and committed to having a Family Justice Center.

Step Three – Dream Big! Participants engaged in a collaborative visioning process: "Imagine, it's 2013, and the Montgomery County Family Justice Center is operational and people are coming from all over the world to visit and take a tour. Family violence rates have dropped dramatically. Something new and different is taking place. What does the new Center look like? What kind of environment have you created for victims and their families? What is different? What has been accomplished as a result of the Family Justice Center? (Page 5) How does this vision reflect your community's values?" (Page 6).

Step Four – Potential Blocks and Barriers were named and acknowledged. (Page 7)

Step Five – Commitments and Planned Accomplishments – This step had to do with decision making. Participants were asked and answered the question, "What do we actually intend to do over the next 6 months in order to get our doors open and begin providing services?" (Page 7)

Step Seven – How will this work be done? Who will be responsible? What steps will we take to start this work? What is our timeline? How will we review our progress? And, what can we learn from this approach? Taskforces and work plans were developed. (Attachments)

Step Eight – Reflection. Participants reflected on the planning process, commented on the significance of what had been accomplished, and considered the insights gained. (Page 7)

The following pages reflect the ideas, actual comments, and commitments as documented during the process.

Respectfully prepared by...Judi Adams



PRE-MEETING AND GREETING

On September 21, community leaders, elected officials and key stakeholders were invited to a "Meet and Greet" hosted by Duchy Trachtenberg with Casey Gwinn and Judi Adams at the Glenview Mansion to kick off the strategic planning process to establish a Family Justice Center to serve victims of domestic violence and their children in Montgomery County.



"I have no doubt that Montgomery County is going to be one of those model and leading centers"

...Casey Gwinn

OUR VISION – Imagine it is 2013...

Focus Question: What does our co-located, wrap around service delivery Family Justice Center look like in five years? What's been accomplished on behalf of women, children, and families?

Restoring, healing, and creating healthy families	Environment that promotes victim and family safety	Empowering survivors by providing independence, stability, and security	Streamlining legal process to promote victims' rights and safety	Removed barriers by providing culturally competent services	Plan for growth and change to better serve victims	Meeting the basic needs of victims and families	Developed partnerships to support and sustain the center	More victims are choosing to participate in legal process	Community collaborative to meet <u>all</u> the needs of the victim	Children look forward to coming to FJC	Promoting diverse community support
School liaison in schools and on-site	Ensuring a family friendly atmosphere	Job training and employment services	Streamlined criminal and civil legal services	Multicultural staff and services	2 nd or 3 rd Center in Silver Springs	Free parking, transportation, bus passes	Real resources (not empty support)	Create a community location at the FJC – then escort clients to court	Multi-disciplinary approach	Happy moms	Robust volunteer program
Family/child abuse services	Greeter, steward-warm, immediate needs are met (food, diapers)	Income and housing support	Availability of legal help	Multilingual staff and services	Many services-including sexual assault, child welfare	Instant access to food transportation	Lots of money	Process setup between courts and FJC	Linkages to agencies dealing with aggressors and defendants and juvenile offenders	Providing a sense of safety	Survivor volunteers
Health clinic for women and children	Guide	Minimizing bureaucracy	Closed circuit for temporary protective order hearings	Culturally sensitive services	Take over whole building	Transportation coordinator	Evidence of corporate partner support	Improved evidence collection	Quality staff who can accurately reflect feelings and communicate value and worth	Consistency	Mentoring services for adults (jobs included) and children (tutoring)
Dietician	Quiet space for meditation and reflection with a waterfall	Housing office on site – long term	Legal support SAO civil linked to court	Staff reflects victims cultural ethnicity and speaks their language	Virtual center	Staffed childcare at all levels	Continuing outside support	Enhanced pre-trial services at FJC	Comprehensive set of agencies on site	Experience a reduction of fear, anxiety, concerns	
Counseling services for women and children	Warm, peaceful environment with caring service providers	Housing vouchers for victims		Support for immigrants	Continuous planning for the future	Coordinated transportation for clients		Better communication between law enforcement, prosecutors and advocates			
DV and child abuse services		Job counseling and training for survivors				Transportation assistance		Enhance, information and referrals			
Focus on prevention		Providing housing opportunities				Transportation (shuttles)		Enhance law enforcement investigations			
Victim support	Welcoming entrance: colorful, comfortable, child-friendly, culturally diverse art	Housing Services									
Nurturing-art yoga, self-discovery											
Detectives and social workers on site	Spiritual, physical & emotional healing										
Tree House Child Assessment Center											



OUR VALUES

Focus Question: What does our vision say about what we value?

- We value victims, their children, and their well-being; they matter to us. Providing them with services they need to be safe, listened to, and assured that they are cared about
- We believe in empowering women
- We believe in holding perpetrators accountable
- We value the Family Justice Center concept
- We are committed to making it easier for the victim
- We value Justice
- We are committed to stopping the cycle of abuse
- We value response *and* prevention

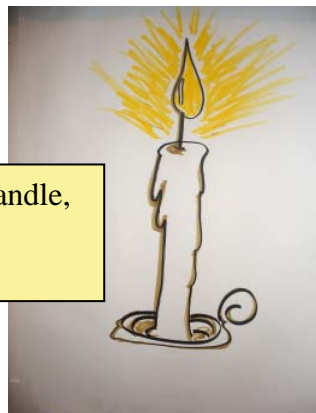


Potential Blocks and Barriers

Focus Question: What are some of the potential blocks and barriers standing in the way of achieving our vision?

Group one	Group two	Group three	Group four	Group five	Group six
Communication between agencies; Ownership of the case/client (different means to achieve same goal); Attitudes change beyond our county	Turf battles-leadership; oversight; scrutiny; Workload for implementation of FJC; Victims learning about FJC-marketing	Preconception about how law enforcement will deal with immigration issues; Interagency agendas and procedures; Competing priorities for money	People want service but not criminal justice involvement; Co-location of agencies-must overcome old ways; Not knowing resources; Competing priorities; Bureaucratic challenges; Confidentiality barriers; Relationship challenges	Lack of shared values/philosophy of how to work with victim; Turf battles; Competing priorities; Distrust; Short-sightedness; Lack of training; Fear of how undocumented people will be treated	Resistance to agency change; Immigration and cultural issues and fears; Fear of the unknown by the client

“It is better to light one candle, than curse the darkness.”



PLANNED ACCOMPLISHMENTS

Focus Question: What is it we actually intend to do over the next six months in order to open our doors by March 2009?

Operations Committee Chair: Hannah	Facilities Committee Chair: Jo Ann	Resources Committee Chair: Mindy/Resa
Develop client flow system Develop and implement staffing plan Develop management plan for the Center Clarify law enforcement and court functions Develop our partnerships – MOUs	Set up our IT systems Plan safety and security systems	Develop our fundraising strategies Develop our foundation Develop our volunteer program Develop our marketing strategies Identify transportation resources for clients

Committee work plans are attached

HOW WILL WE MANAGE THIS PLAN

- Montgomery County Councilwoman Duchy Trachtenberg will oversee this planning process.
- A Steering Committee made up of community leaders and committee chairs will be formed in order to provide resources, trouble shoot, and problem solve as the process moves forward
- Work groups will meet at least bi-monthly for a minimum of 6 months in order to implement their work plans
- The full planning group will meet once a month to (1) hear progress reports from committees and (2) provide an opportunity for partners and supporters to keep abreast of the planning process and (3) maintain the enthusiasm and support for this project.

REFLECTIONS ON THE PLANNING PROCESS

At the end of the two days, we looked back on what we had accomplished together...what we had learned along the way...here are some of those comments

- Amazing that we had so much agreement on the vision
- This was an excellent process
- The visioning process was excellent
- We have a vision and we have a plan to implement it
- It was great to have Casey and Judi to lead us through this process
- We are well prepared
- We need to make sure that we continue to include all our partners in this planning process
- We can do this!
- Thanks to every one for participating



NEXT STEPS

- Judi send documentation from meeting
- Jo Ann and Hannah will prepare committee work plans
- Recommendations for additional technical assistance plan will be developed by Casey and Judi
- Judi will schedule follow up site visit by Gael Strack, JD, former Director of the San Diego Family Justice Center and currently CEO of the Family Justice Center Alliance
- Judi will schedule conference calls and on-line meetings will be provided for progress review and ongoing technical assistance



**Montgomery County, Maryland Family Justice Center
Strategic Planning Agenda September 22-23, 2008**

Monday September 22, 2008

F. Scott Fitzgerald Theatre Social Hall at Rockville Civic Center Park

8:00 – 8:30 a.m.	Registration & Continental Breakfast
8:30 – 9:00 a.m.	Welcome – by County officials Opening Comments – Casey Gwinn Introductions – Judi Adams Overview of the Day – Judi Adams Warm up – Judi Adams
9:00 – 10:00 a.m.	Overview of the Family Justice Center Model – Casey Gwinn <ul style="list-style-type: none">• Global Alliances• Best Practice Models• Available Resources• Q & A
10:00 – 12:15 PM*	Planning the Montgomery County Family Justice Center <ul style="list-style-type: none">• Current Status of the MCFJC (10)• Vision Casting for a MCFJC in 5 years (90)• Identification of MCFJC mission, values (10)• Comments by County Executive Isiah Leggett (15)• The impact of the MCFJC on the community (10)
*11:15 – 11:30 a.m.	Break out for Chiefs of Police meeting
12:15 – 1:00 p.m.	Lunch
1:00 – 1:45 p.m.	Blocks and Barriers
1:45 – 2:45 p.m.	Developing Targeted Strategies <ul style="list-style-type: none">• Strategy Setting• Planned Accomplishments
2:45 – 3:00 p.m.	Break
3:00 – 4:30 p.m.	Developing the Work Groups (Reference: Hope for Hurting Families II Workbook) <ul style="list-style-type: none">• Funding and Sustainability Options – Developing the Business Plan• Public Relations• Operations• Client Services and Community Partners• Staffing and Volunteer Development• Strategic Planning – keeping the dream alive, review, evaluate, and update progress• Safety and Security• Technology Innovations• THE GRAND OPENING!!
4:30 – 4:45 p.m.	Wrap up <ul style="list-style-type: none">• Next Steps

Tuesday September 23, 2008

Glenview Mansion at Rockville Civic Center Park

8:00 – 8:15 a.m.	Continental Breakfast
8:15 – 10:00 a.m.	Opening <ul style="list-style-type: none">• Welcome and Re-Introductions• Overview of the day and review of Day 1 – Judi Adams.• Opening Commentary and Discussion – Casey Gwinn
10:00 – 10:15 a.m.	Break
10:15 – 12:00 p.m.	Developing an Action Plan <ul style="list-style-type: none">• Workgroups Meet and Review Assignments• Develop Implementation Plans with benchmarks, assignments and timeline.• Workgroups review each other's plans; look for overlaps, areas that will require joint meetings• Set up schedule for workgroup meetings.• Identify points where some workgroups will meld as the project moves forward; others will fade as tasks are completed and members are incorporated into new workgroups.
12:00 – 12:30 p.m.	Lunch
12:30 – 1:15 p.m.	Managing the Strategic Plan <ul style="list-style-type: none">• Identify a staff person who will be responsible for managing the plan.• Develop a steering committee which will convene once a month to bring all work groups together to report out on progress, trouble shoot and set goals for the next month – dedicate the same day every month to meet for 2 hours.• Establish an Executive Committee to provide oversight for managing the plan; they meet same date every month before the steering committee.
1:15 – 2:30 p.m.	Rules of the Friendship <ul style="list-style-type: none">• What will it take for the plan to succeed? What kind of cooperation is called for between the partners? How could individual/organizational styles and demands cause problems?• The group will adopt its own rules to ensure success. What will it take for make working together successful? What assurances can be made to one another? What rules of friendship can be put in place to help the group succeed?• Discuss: How will success be evaluated?
2:30 – 3:00 p.m.	Wrap Up <ul style="list-style-type: none">• Creating a Sense of Urgency – closing discussion• Next Steps• Distribution of meeting notes• Next meeting

ATTENDANCE LIST

**COMMITTEE WORK PLANS
ATTACHEMENTS**